



IDAHO DEPARTMENT OF LANDS

Strategic Plan 2017-2020



*Trusted stewards of
Idaho's resources, from
main street to mountain top*

Message from the Director

For any organization to remain relevant and effective, it must regularly examine why it exists, where it is headed, and whether it is fully achieving its mission.

The Idaho Department of Lands (IDL) recently went through this self examination process and completed a new strategic plan that sets a firm direction for the years ahead. It contains a clear mission, vision, and four values that are supported by our goals, strategies, and performance measures.

IDL's core values can be summed up as Stewardship, Service, Accountability, and Cohesiveness. Our goals are focused on People, Process, Financial Stewardship, and Customer Focus.

To start this process IDL reached out to the Land Board, external stakeholders and employees. We took a hard look at what we have done, how we have done it, our strengths, and areas for improvement. Employees from every division, bureau, and operations area participated in the forward

looking process of determining where we want to go, how we want to get there, and how we can achieve becoming a premier organization. Together we reaffirmed our mission and vision, and clarified our values which were then reflected in our agency wide strategies and performance measures.

IDL's new strategic plan will guide us as we conduct business every day. I am confident the plan will help both our new and longtime employees professionally and prudently manage Idaho's endowment assets, and guide them as they provide professional assistance to the citizens of Idaho to use, protect and sustain their natural resources.



Thomas M. Schultz Jr.

TOM SCHULTZ | Director

***IDL's core values are
stewardship, service,
accountability, and
cohesiveness.***

**MISSION DRIVEN,
CUSTOMER FOCUSED**

Idaho State Board of Land Commissioners

The Idaho State Board of Land Commissioners (Land Board) is comprised of Idaho's Governor, Secretary of State, Attorney General, Superintendent of Public Instruction, and State Controller.

In 1890, Idaho became the forty-third state of the Union. At that time, Congress granted millions of acres of land to the new State of Idaho for the sole purpose of funding specified beneficiaries, primarily the state's public schools.

The mandate was included in the Idaho Constitution, which states the lands will be managed "in such a manner as will secure the maximum long-term financial return" to the beneficiary institutions.

The Land Board members are the stewards of state endowment trust lands in Idaho and the tens of millions of dollars in revenue that are generated for the trust beneficiaries

from the use of the lands, along with nearly two billion dollars of endowment funds.

The Idaho Department of Lands and the Endowment Fund Investment Board carry out the executive directives of the Land Board to meet its constitutional trust mandate and other duties.

Under the direction of the Land Board, the Idaho Department of Lands also administers Idaho's public trust lands - the lands beneath the beds of Idaho's navigable lakes and rivers - for the benefit of all Idahoans, and provides service and assistance to Idahoans through forestry and fire management programs.

The Land Board also oversees the Idaho Board of Scaling Practices, the Clearwater-Potlatch Timber Protective Association, and the Southern Idaho Timber Protective Association.



C.L. "BUTCH" OTTER
GOVERNOR OF IDAHO



LAWRENCE DENNEY
SECRETARY OF STATE



LAWRENCE WASDEN
ATTORNEY GENERAL

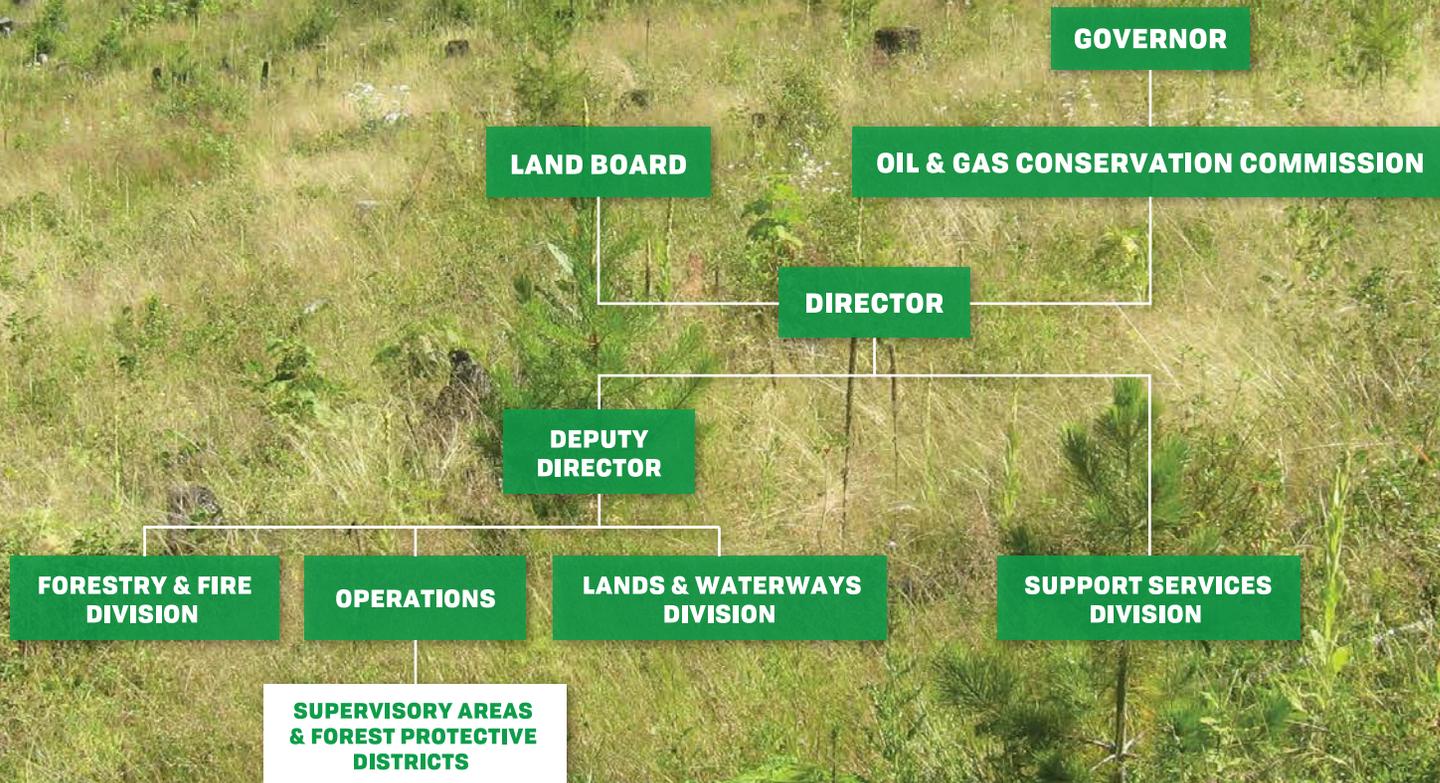


SHERRI YBARRA
SUPERINTENDENT OF
PUBLIC INSTRUCTION



BRANDON WOOLF
STATE CONTROLLER

IDL ORGANIZATIONAL STRUCTURE



MISSION

To professionally and prudently manage Idaho's endowment assets to maximize long-term financial returns to public schools and other trust beneficiaries and to provide professional assistance to the citizens of Idaho to use, protect, and sustain their natural resources.

VISION

The Idaho Department of Lands will be the premier organization for trust management and resource protection in the western United States.

VALUES

The Idaho Department of Lands believes in...

Stewardship by making decisions and taking actions that positively affect long-term financial returns for the trust beneficiaries and enhance the health and resilience of Idaho's natural resources.

Service by providing exemplary service and delivering programs with professionalism and integrity to both internal and external customers.

Accountability by investing in and having an organizational culture and framework that equips, entrusts, and expects employees to make decisions and get things done.

Cohesiveness by working as a unified organization in which all employees participate in constructive communication to fully meet our mission.



***Mission Driven,
Customer Focused***

Goal Overview

PEOPLE

Develop a well-trained, high performing workforce focused on carrying out IDL's mission.

PROCESS

Implement policies and procedures through the use of integrated systems that support effective and informed decision making.

FINANCIAL STEWARDSHIP

Fulfill the Land Board's fiduciary duty by maximizing long-term financial returns from the endowment lands and through prudent management of state funds and resources.

CUSTOMER FOCUS

Deliver programs with professionalism and integrity, providing exemplary service to external and internal customers.

PEOPLE

Develop a well-trained, high performing workforce focused on carrying out IDL's mission.

Strategies

Performance Measures

RECOGNIZE AND DEVELOP LEADERS FROM WITHIN	CREATE A SUCCESSION PLAN INCLUDING ACTING OPPORTUNITIES, IDENTIFYING LEADERS, DEFINING ROLES/CRITICAL ACTIONS (IDENTIFY FUTURE YEAR PERFORMANCE METRICS) // CEC PLAN DEVELOPED AND REVISED ANNUALLY
CREATE A CULTURE OF ALIGNING EXPECTATIONS WITH AGENCY GOALS AND OBJECTIVES	IMPLEMENT iPERFORM AND ENSURE ALIGNMENT BETWEEN KEY OBJECTIVES AND JOB PROFILES // 100% OF EMPLOYEE DEVELOPMENT PLANS TIED TO STRATEGIC GOALS AND OBJECTIVES // REVIEWS COMPLETED FOR 100% OF EMPLOYEES // EXPECTATIONS CREATED FOR 50% OF JOB PROFILES
FORMALIZE SAFETY CULTURE	ONBOARD THE SAFETY OFFICER // UPDATE EMERGENCY RESPONSE AND SAFETY PLAN (DEPLOY AED'S IN ALL OFFICES, FIRST AID PLAN) // IMPLEMENT ANNUAL SAFETY PLAN BASED UPON RISK MATRIX // SAFETY COMMITTEE TO MEET AT LEAST QUARTERLY

PROCESS

Implement policies and procedures through the use of integrated systems that support effective and informed decision making.

Strategies

INTEGRATE AND IMPROVE BUSINESS PROCESSES WITH TECHNOLOGY SYSTEMS AND INFRASTRUCTURE

OVERSEE THE DEVELOPMENT OF AN AGENCY TEMPLATE FOR DOCUMENTATION OF POLICY & PROCEDURES WITH DEFINED NAMING CONVENTIONS

Performance Measures

ELECTRONIC RECORDS SYSTEM IDENTIFIED AND PILOTED // IMPLEMENT LIMS FORESTRY AND FIRE IN 3 PILOT AREAS INCLUDING INVENTORY MODULE // CONTINUE TO ASSESS SYSTEM DESIGN AND NEEDS FOR LANDS AND WATERWAYS // VENDOR COTS REVIEWS (PILOTED) // LAND RECORDS MODULE PILOT // LANDS & WATERWAYS LIMS PILOT // PROVIDE STAFF AS NEEDED FOR CONTRACTOR SELECTION AND IMPLEMENTATION // MEET LIMS IMPLEMENTATION PLAN AND DEADLINES AS SET // QUARTERLY UPDATES BETWEEN EXECUTIVE STAFF AND IT

STANDARD TEMPLATE FOR POLICIES CREATED // CREATE AND IMPLEMENT A PLAN FOR UPDATING CURRENT POLICIES // BUREAUS TO IDENTIFY NEED FOR POLICIES AND DEVELOP A PLAN FOR DRAFTING POLICIES NOT YET IN PLACE

FINANCIAL STEWARDSHIP

Fulfill the Land Board's fiduciary duties by maximizing long term financial returns from the endowment lands and through prudent management of state funds and resources.

Strategies

IMPLEMENT THE ENDOWMENT LAND ASSET MANAGEMENT PLANS

- 1 ASSET MANAGEMENT PLAN
- 2 FOREST ASSET MANAGEMENT PLAN
- 3 COTTAGE SITE PLAN
- 4 COMMERCIAL REAL ESTATE BUSINESS PLAN
- 5 STRATEGIC REINVESTMENT PLAN
- 6 PROGRAM BUSINESS PLANS

PROMOTE RESPONSIBLE GOVERNMENT THROUGH EFFECTIVE BUDGET MANAGEMENT

COORDINATE WITH ENDOWMENT FUND INVESTMENT BOARD TO MANAGE RESOURCES AS A COMBINED TRUST

Performance Measures

IMPLEMENT AND/OR DEVELOP KPI'S // IDENTIFY BENCHMARKS FOR PERFORMANCE (PULL IN FROM INVESTMENT POLICY) // A FORMAL TRANSACTION ALLOCATION PROCESS SHOULD BE ESTABLISHED AND DOCUMENTED TO ENSURE THAT TRANSACTIONS ARE ALLOCATED FAIRLY TO EACH ENDOWMENT // IMPLEMENT CALLAN REPORT RECOMMENDATIONS // DEVELOP PLAN TO ENSURE APPROPRIATE COST BY TRUST // DEVELOP AND/OR IMPLEMENT APPROPRIATE BUSINESS PLANS

REPORT ANNUAL SPENDING AS A % OF BUDGET // MEETING MONTHLY WITH BUDGET PERSONNEL TO DISCUSS CURRENT AND PROJECTED EXPENSE AND REVENUE REALLOCATIONS; REPORTING TO MONTHLY // PROACTIVELY FORECASTING SPENDING AND STAYING WITHIN +/- % OF FORECAST

ESTABLISH PROCESS FOR ALIGNING REPORTING WITH EFIB; INCLUDE FREQUENCY OF REPORTING

CUSTOMER FOCUS

Deliver programs with professionalism and integrity, providing exemplary service to external and internal customers.

Strategies

PROVIDE TIMELY AND ACCURATE RESPONSES TO PUBLIC RECORDS REQUESTS, LEGISLATIVE REQUESTS AND OTHER RECORD REQUESTS

PROMOTE A CULTURE OF EXCELLENT CUSTOMER SERVICE

IMPLEMENT STAKEHOLDER ENGAGEMENT STRATEGY FOR THE AGENCY

Performance Measures

IMPLEMENT IDL PUBLIC INFORMATION POLICY // DEVELOP SYSTEM FOR TRACKING LEGISLATIVE AND RECORDS REQUESTS TO ESTABLISH BASELINE RESPONSE RATE AND EFFORT (TIME)

GATHER BASELINE CUSTOMER SERVICE DATA // UTILIZE THE DATA WE PULLED FROM THE STAFF SURVEY TO CHECK THE RESPONSE TIME AS A BASELINE; ESTABLISH PROCESS AND TIMEFRAMES FOR RESPONSES TO INTERNAL REQUESTS (I.E. 48 HOUR TURNAROUND, ETC.)

SUITE OF TOOLS DEVELOPED TO ENGAGE PUBLIC // STRATEGY FOR ENGAGEMENT OF THE ENTIRE AGENCY DEVELOPED AND IMPLEMENTED // ENGAGEMENT STRATEGY ROLL OUT TO PROJECT AND PROGRAM LEVEL



IDAHO DEPARTMENT OF LANDS

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